

Know your leadership style; know your team members

By Lt. Col. Steven Stein
8th Medical Support Squadron commander

Every leader has a different way of getting things done on the job. Hopefully, we have refined our methods into something both professional and effective. If you aren't sure what type of leadership style you have, ask at least five people who know you well, and will be honest with you to describe your style, along with its strengths and weaknesses. Although easier said than done, a willingness on our part to accept constructive criticism in this way will give us a better chance to learn and grow.

There are times when we will need the flexibility to shift our style to fit the demands of a particular situation. For example, you may be a very focused, assertive, direct person who sees efficiency and productivity as the most important aspects of managing an organization. While this may be effective much of the time, there will be times when, even in the most efficient organization, a more sensitive approach will be needed. For example: A spouse of a co-worker dies. This is obviously not the time to dwell on productivity goals. The organization needs to take a short-term

breather and allow time for healing and grieving. To do otherwise could severely damage morale and esprit de corps. As a military organization, finding this balance can be especially difficult because the mission must go on in any case.

An autocratic leadership style can create morale problems and thereby hamper mission accomplishment. An overly permissive style can be equally devastating, especially in a military work environment such as ours. A desire to accommodate and make everyone happy is probably an unattainable goal. Know when to modify your style in accordance with the situation. If the 8th Fighter Wing is responding to a real life vehicle or aircraft accident, there won't be time for detailed discussion and group consensus type decision making. We have to move quickly and make decisions based on whatever information is at hand at that moment. Alternatively, a supervisor who consistently has a "short fuse" and refuses to listen to dissenting opinions is likely to get substandard results.

Each of us has our strengths and weaknesses. A good leader concentrates on bringing out each team member's best side and combining those strengths so that they complement each other. One team member

may have strong interpersonal skills, another may be very good analytically, and yet another may be good at seeing long-range possibilities. Some individuals may be fortunate enough to possess all of these characteristics.

Our responsibility as leaders is to find out what makes each person tick. Since no one person can have all the skills needed to successfully operate any organization, try to develop your team in a way that makes the best use of these individual skills. Our true test as leaders is to find or create ways to blend these various strengths, and that is no easy task.

To lead effectively, we must begin by knowing our team members. When we know our people, we learn what motivates them – and what demotivates them. We learn how they interact with certain people, and under certain conditions. We pay attention to their methods, to how they do the job every day. Only with this kind of information can we get the most out of all of our people, and merge their abilities to get the most out of the team. To do anything less is to waste their considerable talent.

(Adapted from *Reflections For Managers*, by Bruce Hyland & Merle Yost.)

Ricochet stays in touch with the Pack

Editors Note: The following is an e-mail received by Col. Philip Breedlove, 8th Fighter Wing commander from musician Shannon Farmer, a member of country group, "Ricochet," who performed here on Thanksgiving 2000.

WOW! It is an honor to hear from you colonel!
We were just talking about "The Pack" last night. I speak for the entire band when I say you guys are our

Heroes!
I'm not sure how the USO lines-up entertainment, but we would love to get back in-line for a trip to "The Kun."
We took a VIP tour of Johnson Space Center this month where we met George Abby and the shuttle crew for next week's mission.
I visited with one of the astronauts (a former fighter pilot) and we talked about the Wolf Pack. He was also stationed in Korea for some time.

We have been spreading our gratitude and utmost respect for you guys every chance we get.
Tell everyone our prayers are with them.
Thanks again for writing and please keep in touch. I want to know how things are going for The Wolf Pack.
Defend the Base! HOOAH!
The honor is mine,
Shannon Farmer
P.S. A special hello to Viper for me.

Countdown to ORI 2001 34 Days

ATSO Tip of the Week: Ground Attack Reporting Procedures

Everyone has a responsibility to report suspicious or aggressive activity. Reports should be made to your unit control center or survival recovery center. When making reports, use the following **SALUTE** procedures:

Size – Exact number of individuals seen
Activity – What are they doing? Which way are they moving?
Location – Where the forces were sighted. Specific building numbers and proximity are vital.
Unit or Uniform – Report any identifying marks on the enemy's uniform, such as color.
Time – Report what time they were last seen.
Equipment – Pay attention to the type of equipment they were in possession of or what type of vehicle they were in.
For more information call the 8th Security Forces Squadron Security Forces Training Flight at 782-5764 or consult your January 2001 Ability to Survive and Operate Guide.

Commander's Hotline

The commander's hotline is your direct line of communication between me and the Wolf Pack. It's one of several means of helping to resolve concerns and to get my response to comments and questions. As a general rule, I ask you to contact the agency involved first, but if you are not satisfied, call the hotline at 782-5284, e-mail the 8th Fighter Wing Public Affairs office or e-mail me directly.



Col. Philip Breedlove,
8th Fighter Wing commander

Who to call	
Base exchange.....	782-4520
Chapel.....	782-4300
Civil engineer squadron customer service.....	782-5318
Commissary manager.....	782-4144
Computer help desk.....	782-2666
Fitness center.....	782-4026
Housing office.....	782-4088
Inspector General.....	782-4850
IDEA office.....	782-4020
Law enforcement desk.....	782-4944
Legal assistance.....	782-4283
Military equal opportunity.....	782-4055
Military pay.....	782-5574
Military personnel flight customer service.....	782-5276
Medical patient advocate.....	782-4014



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